



# How “Go-Do-Push” Becomes “Pause-Reflect-Choose”

A success story featuring:

SALINE  
**LECTRONICS**  
ELECTRONIC CONTRACT MANUFACTURER

Saline Electronics, Inc. (Lectronics) is an electronics contract manufacturer serving the commercial, medical, and aerospace industries. Recently, Lectronics utilized Everything DiSC® Productive Conflict® to transform their organization's culture, define who they are in a rapidly changing environment, and build confidence in young leaders.

## NEW LEADERS, NEW CONFLICT

Due to the reactive, fast-paced nature of contract manufacturing, tensions within these environments can run high. Lectronics needed the right tools for their people that would build strength throughout the newly-formed leadership team. Everything DiSC® would help Lectronics obtain their goal of leveraging existing talent to inspire deeper engagement and ensure success moving forward with their organizational strategy.

Just as important as the detail put into their products is the support Lectronics provides for their employees. One of their core values is the opportunity for growth from within. As a result, much of their leadership team has been promoted internally. These emerging leaders infused the culture with new and fresh ideas. However, despite technical expertise this team still needed support when it came to mastering their ability to lead others.

It was clear that Lectronics needed a strategy that would focus on the humanness of their organization. Through connecting with the Center for Conscious Leadership, experts in coaching and professional development, they worked closely with a highly experienced consultant. The expectation was to develop a long-term relationship in order to provide effective strategic planning which would redefine the Lectronics culture and offer support for new leaders.

## USING DiSC AS A CULTURE CATALYST

The Everything DiSC assessment enables users to practice introspection and understand their working and communication styles, strengths and weaknesses, and fundamental values. Conversely, it gives insight to others' communication styles and how to better approach disagreements, challenges, or difficult feedback depending on which DiSC type(s) they are interacting with. This framework empowers the individual and unifies the team.

The DiSC experience has created a shift in the language and work styles used by Lectronics management on a daily basis. Davina McDonnell, Director of Marketing, was blown away by DiSC's impact. "What used to be a 'Go-Do-Push' culture turned into a 'Pause-Reflect-Choose' culture," she said.

Two up-and-coming leaders in very visible senior roles completely readjusted their alignment post-DiSC Workplace through utilizing Comparison Reports, replacing frequent arguments and clashing approaches with a highly productive mentorship and coaching-based relationship. "They wanted the same results, they just had different ideas on how to get there," said Amie Duffy, Human Resources Manager. "After working with the DiSC program, they are an unstoppable team."

Previously, Lectronics talent felt their environment was all work and no human or emotional connection. "Before, I would leave a piece of myself at the door because I thought I had to," said McDonnell. "Now, we're doing better at recognizing the humanness of each of us as we come to solve problems within a business." Overall, a newfound sense of togetherness is pervasive throughout the organization.

## THE IMPACT OF PRODUCTIVE CONFLICT WITHIN ORGANIZATIONS

Improved communication and culture has positively influenced daily work functions, quality, and efficiency. Leaders are now providing clear direction and expectations to their team members. Mid-level managers now have the tools to be better aware of their communication styles and to adapt their management approach to their individual employees' work styles.

"I had a pretty big disagreement with another VP within our organization right after we did Productive Conflict and I pulled [the profile] out to look at it, to try and understand what went wrong and what I could learn," McDonnell said. "A day later, I called him to talk through what went wrong—what assumptions he made; what assumptions I made—and without this tool, I would have wanted to make that call, but I wouldn't have been able to do it in a constructive way."

Likewise, the company has seen an improvement in customer communication from their senior account management team. This development assisted Lectronics in gaining new orders for 2018 in the amount of \$6M over the previous year.

## A BETTER UNDERSTANDING

"In the last six months I've seen a dramatic improvement in each manager's awareness of their own communication style as well as a better understanding of the dynamic within their own teams. They've come to better understand others —how they think, their differing personalities, their management approach—and adapted their own communication to best fit the situation." —Mario Sciberras, President & CEO